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- 研究
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- 内容
- 关联(The "Glue")
- 课堂教学
- Q & A



研究: 学生所需

- 小组任务与分析可以吸引商科的学生去图书馆学习
- 小组和个人研究项目都需要统计信息和数据集
- 学生经常**引用数据用于论文中**,并且举例说明或比喻
- 关于全球市场和行业的关键商业信息,特别是**新兴市场**





研究: 教师所需

- 教授认为国际商业是商业教育的一部分,而不是一个独特的领域
- 当今的国际案例研究适合学生
- 国家的详细信息

(如经济数据、人口统计、文化、商业惯例等)

- 公司的具体数据和信息
- 统计和财务信息
- 深入覆盖新兴市场





研究:公司所需

■ 批判性思维 & 背景知识

- 随着技术和组织的变化,有形的商业技能每隔 五年会过时

■ 全球意识

- 全球化影响所有商业领域
- 通过目标数据和信息,分析全球市场和趋势

■ 理想候选人:

- 写作清晰
- 思想 创新
- 分析 定量数据





产品目标

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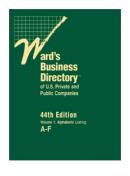
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- 轻松比较和对比
- 支持案例研究
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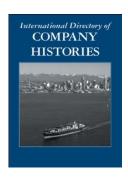


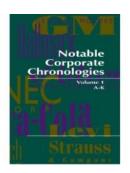


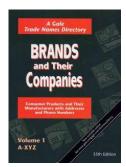
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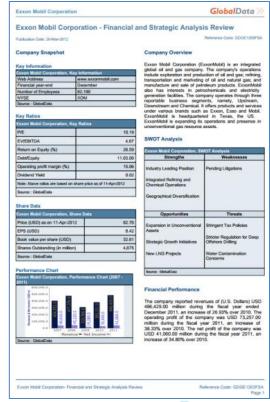
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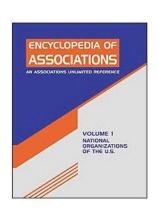


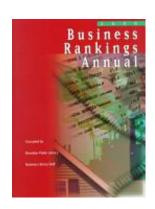


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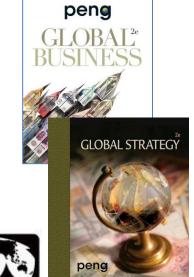
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 - 来自 Dunn & Bradstreet 和 Economist Intelligence Unit 的经济风险报告
 - 超过 1,000个国家经济标准
- 超过 500 个 深入的行业简介(全球视角)
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- 1,200 多个商界管理人士的视频访谈用于 课堂教学
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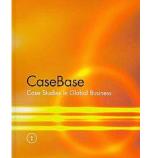


















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- 检索相关统计信息的文章
- 导出不同格式的图表和数据









汽车-基本检索

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annual company CUD 00 annual: At assistance CUD 40 annual: youth disabled person CUD 20 annual

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Automobile Manufacturing

Key Information		Top Countries	Revenue	Top Companies	Revenue
Mumber of Companies:	337	Japan	\$665,949,800,000	Toyota Motor Corp.	\$255,015,100,000
Employees:	5,071,994	Germany	\$503,936,500,000	Volkswagen AG	\$196,574,100,000
Annual Revenue:	\$2,816,247,000,000	United States	\$465,924,900,000	General Motors Co.	\$150,276,000,000
Sales Per Employee:	\$555,254	France	\$371,885,000,000	Daimler AG	\$131,438,400,000
NAICS:	336111	China	\$169,181,900,000	Ford Motor Co.	\$128,168,000,000

Industry Essays (Explore overview essays related to this industry)

Motor Vehicles and Passenger Car Bodies

Gale Business Insights: Global Collection, 2012

This industry classification consists of establishments primarily engaged in manufacturing or assembling complete automobiles, trucks, commercial vehicles, and buses, as well as specialty motor vehicles intended for ...

Alternative Energy

Encyclopedia of Emerging Industries, 2012

The alternative energy industry comprises two main segments: renewable energy sources, such as wind, solar, and hydroelectric power, and alternative vehicle fuels, such as natural gas, electricity, and biodiesel. During ...

Motor Vehicles and Passenger Car Bodies

Encyclopedia of American Industries

This industry classification is comprise tablishments primarily engaged in manufacturing or assembling complete automobiles, trucks, commercial vehicles, and buses, as well as "vemotor vehicles intended for

Motor Vehicles

Encyclopedia of Global Industries, 2012

行业概述文章

One of the largest sectors of the global ures passenger cars, trucks, commercial cars, and buses. Included in this discussion are firms that build chassis and passenger car ...

★ Electric Vehicles

Encyclopedia of Emerging Industries, 2012

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Year	Company								
	Toyota Motor Corp.	Volkswagen AG	General Motors Co.	Daimler AG	Ford Motor Co.				
2012	\$233,615,100,000								
2011	\$238,769,700,000	\$196,574,100,000	\$150,276,000,000	\$131,438,400,000	\$128,168,000,000				
2010	\$244,334,900,000	\$156,525,700,000	\$135,592,000,000	\$120,607,800,000	\$119,280,000,000				
2009	\$247,011,800,000	\$138,878,400,000	\$104,589,000,000	\$112,498,300,000	\$103,868,000,000				
2008	\$292,073,500,000	\$155,928,300,000	\$148,979,000,000	\$131,355,600,000	\$146,277,000,000				
2007	\$261,010,200,000	\$140,085,100,000	\$181,122,000,000	\$127,866,900,000	\$172,455,000,000				
2006	\$195,222,500,000	\$134,911,200,000	\$207,349,000,000	\$127,639,200,000	\$160,123,000,000				
2005	\$154,497,100,000	\$139,920,100,000	\$192,604,000,000	\$206,511,200,000	\$176,896,000,000				
2004	\$154,113,600,000	\$116,870,700,000	\$193,452,000,000	\$186,622,900,000	\$171,652,000,000				

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Competing In the Chinese Automobile Industry

案例研究 (Case Studies)

Global Business

The Red-hot Market

For automakers seeking relief from a global price war caused by overcapacity and recession, China is the only game in town. With just ten vehicles per 1,000 residents in China as of 2006 (as opposed to 940 in the United States and 584 in Western Europe), there seem to be plenty of growth opportunities. Not surprisingly, nearly every major auto company has jumped into China, quickly turning the country into a new battleground for dominance in this global industry. In addition, China has become a major auto parts supplier. Of the world's top-100 auto parts suppliers, 70% have a presence in China.

China vaulted past Japan in 2006 to become the world's number-two vehicle market (behind the United States). In 2006, car sales in China were up 37%, and sales of all vehicles including trucks and buses (7.2 million in total) were up 25%. Reports of record sales, new production, and new venture formations were numerous. After China's accession to the World Trade Organization (WTO) in 2001, the industry has been advancing by leaps and bounds. At the global level, China has moved to the third position in production behind the United States and Japan and is slated to produce 8.5 to 9 million vehicles in 2007 (see Table 1). Around 50% of the world's activity in terms of capacity expansion is seen in China.

Year	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006
Volume (million)	1.475	1.585	1.629	1,832	2.068	2.347	3.251	4.443	5.070	5.718	7.280
Growth	1.5%	7.5%	2.8%	12.5%	12.9%	13.2%	38.5%	37.7%	14.1%	12.8%	27.3%

Source: Yearbook of China's Automobile Industry (1996-2006).

Because the Chinese government does not approve wholly owned subsidiaries for foreign carmakers (even after the WTO accession), foreign firms interested in final-assembly operations have to set up joint ventures (JVs) or licensing deals with domestic players. By the mid-1990s, most major global auto firms had managed to enter the country through these means (Table 2). Among the European companies, Volkswagen (VW), one of the first entrants (discussed later), has dominated the passenger car market. In addition, Fiat-Iveco and Citroën are expanding.

	Formation	Initial Investment (\$ Million)	Foreign Equity	Chinese Partner	Foreign Partner
Beijing Jeep	1983	223.93	42.4%	Beijing Auto Works	Chrysler
Shanghai Volkswagen	1985	263.41	50%	SAIC	Volkswagen
Guangzhou Peugeot	1985	131.4	22%	Guangzhou Auto Group	Peugeot
FAW VW	1990	901.84	40%	First Auto Works	Volkswagen
Wuhan Shenlong Citroën	1992	505.22	30%	Second Auto Works	Citroën
Shanghai GM	1997	604.94	50%	SAIC	GM
Guangzhou Honda	1998	887.22	50%	Guangzhou Auto Group	Honda

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General Motors Corporation

International Directory of Company Histories

Company Perspectives:

General Motors' enjoys a long tradition of accountability, integrity, and transparency that has helped establish our reputation as a leader in corporate responsibility. We place a high value on communicating clear, consistent, and truthful information about our performance to our employees, suppliers, dealers, investors, and customers.

General Motors Corporation (GM) is the world's largest full-line vehicle manufacturer and marketer. Its arsenal of brands includes Chevrolet, Pontiac, GMC, Buick, Cadillac, Saturn, Hummer, and Saab. Opel, Vauxhall, and Holden comprise GM's international nameplates. Through its system of global alliances, GM holds stakes in Isuzu Motors Ltd., Fuji Heavy Industries Ltd., Suzuki Motor Corporation, Fiat Auto, and GM Daewoo Auto & Technology. Other principal businesses include General Motors Acceptance Corporation and its subsidiaries, providers of financing and insurance to GM customers and dealers. In the early 2000s, struggling under the weight of escalating healthcare and pension costs, GM sought to shed some of its less profitable activities. Toward that end, among other moves, the company sold its stake in Hughes Electronics, phased out production of the Oldsmobile, and discontinued the Chevrolet Camero and Pontiac Firebird. Facing a tough economic climate, GM has nevertheless retained its position as the world's leading automaker.

19th-Century Origins

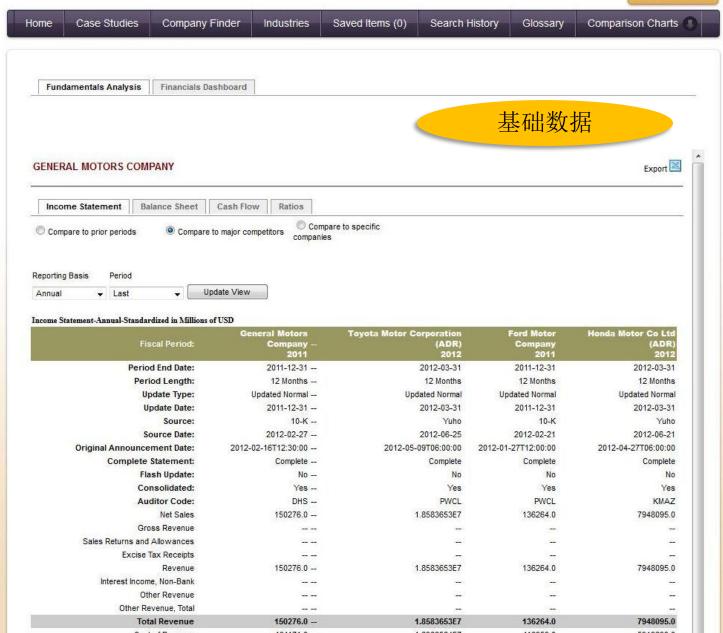
The beginning of General Motors Corporation can be traced back to 1892, when R.E. Olds collected all of his savings to convert his father's naval

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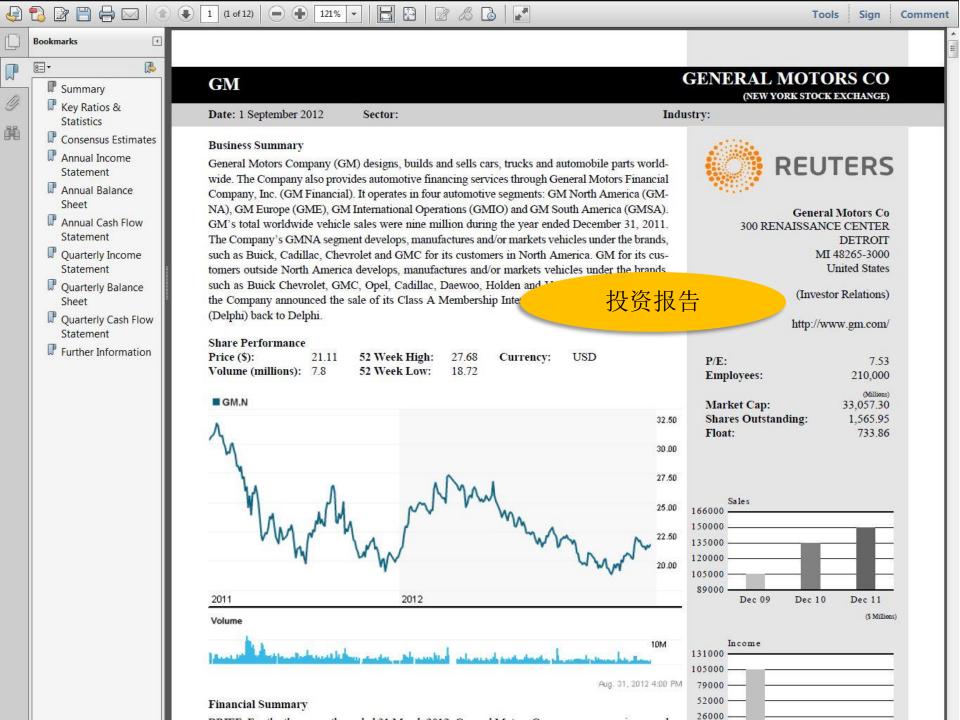
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U.S. new car sales in Aug. jump 19.9%, led by Japanese automakers

Japan Transportation Scan, September 10 2012

NEW YORK, Sept. 4 Kyodo New car sales in the United States in August jumped 19.9 percent to 1,285,202 units, led by two major Japanese automakers continuing to post strong sales growth, according to data released Tuesday ...

Q&A on the News

The Atlanta Journal-Constitution (Atlanta, GA), September 10 2012

Byline: Andy Johnston Q: One of the U.S. Open tennis stadiums is named after Louis Armstrong. What did he have to do with tennis? —Andy Sims, Douglasville A: The stadium was originally named the Singer Bowl because it ...

United States: GM to Add 500 New I.T. Jobs in Texas

Mena Report, September 8 2012

General Motors is hiring software developers, project managers, database experts, business analysts and other information technology professionals to staff the first of several new IT Innovation Centers in the United ...

Ford to introduce new models for the slumping auto market of Europe; Company expects to lose more than \$1 billion on Continent in current year

International Herald Tribune, September 8 2012

Byline: BILL VLASIC DETROIT — Even during the auto industry's collapse in the U.S. three years ago, Ford Motor kept investing heavily in new products for the future. As U.S. auto sales recovered, so did Ford's revenue ...

Chelsea deal extended

The Times (London, England), September 8 2012

Chelsea have renewed their shirt sponsorship with Samsung until the end of the 2014-15 season. The deal

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★ Taub presented Kelly Lecture

Advanced Materials & Processes, August 2012

Dr. Alan I. Taub, recently retired vice president of research at General Motors, West Bloomfield, Mich., gave the 14th Kelly Lecture as part of the Armourers and Brasiers' Cambridge Forum at Cambridge University's New ...

Facing IT risk head-on: internal audit departments must confront constantly emerging technology threats without losing sight of previous dangers that never go away

Internal Auditor, August 2012

If you dined on spaghetti and meatballs in 1982 and paid with a credit card, your server likely took the card to the manager's office and looked up the 16-digit account number in a several-hundred-page publication to see ...

★ Beyond our control: labour adjustment in response to the global recession by multinational auto companies in Australia

Australian Bulletin of Labour, June 2012

Abstract In response to the global recession, many multinational companies (MNCs) in the auto industry adjusted labour levels in their plants around the world. This paper examines the responses of Ford, GM, and Bosch in ...

Robo-glove

Mechanical Engineering-CIME, May 2012

General Motors and NASA are designing a wearable robotic glove that gives humans a stronger grasp while potentially reducing the risk of repetitive stress injuries. The device is a spinoff of a humanlike robotic hand

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Australian Bulletin of

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Abstract

In response to the world. This pape in Australia. The product of converespective countries.

语音朗读技术和包括中文 在内的11种语言翻译文章 (MNCs) in the auto in in relation to plants rms of employment divergence due to the

o companies in Australia

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1. Introduction

Multinational companies (MNCs) play a key role in the global economy as well as in major industry sectors such as automotive manufacturing. A defining characteristic of MNCs is their ability to transfer human resources and industrial relations policies and practices across national boundaries and potentially to influence local patterns of employment relations (Ferner 1997). The transfer of these practices within MNCs has been the source of power struggles between various actors, including headquarters and subsidiary managers, as well as with trade unions (Ferner and Tempel 2006).

MNCs often seek to improve their profitability by moving some or all of their operations from higher-cost to lower-cost locations as well as from

countries, companies, industries, topics, etc...

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Company Finder Indi stries Saved Items (0)

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Company Finder

Country: South Korea

Home

NAICS: Automobile Manufacturing - 336111

公司检索:按照国家、州、城市、行业、总收入、员工人数

Start Over

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Share

Revenue \$25,615,100,000

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Automobile Manufacturing

5,071,994

\$555,254

336111

\$2,816,247,000,000

Revenue

\$ 3,936,500,000 \$ 5,924,900,000 71,885,000,000

69,181,900,000

Top Companies

Toyota Motor Corp.

Volkswagen AG

 Volkswagen AG
 \$196,574,100,000

 General Motors Co.
 \$150,276,000,000

 Daimler AG
 \$131,438,400,000

 Ford Motor Co.
 \$128,168,000,000

Industry E

Key Information

Employees:

NAICS:

Annual Revenue:

Sales Per Employee:

Number of Companies: 337



比较汽车制造业的顶尖国家

Gale Busin

This industry classification consists of establishments primarily engaged in manufacturing or assembling complete automobiles, trucks, commercial vehicles, and buses, as well as specialty motor vehicles intended for ...

Top Countries

Japan

France

China

Germany

United States

Alternative Energy

Encyclopedia of Emerging Industries, 2012

The alternative energy industry comprises two main segments: renewable energy sources, such as wind, solar, and hydroelectric power, and alternative vehicle fuels, such as natural gas, electricity, and biodiesel. During ...

Motor Vehicles and Passenger Car Bodies

Encyclopedia of American Industries, 2012

This industry classification is comprised of establishments primarily engaged in manufacturing or assembling complete automobiles, trucks, commercial vehicles, and buses, as well as specialty motor vehicles intended for ...

Motor Vehicles

Encyclopedia of Global Industries, 2012

One of the largest sectors of the global economy, the automobile industry manufactures passenger cars, trucks, commercial cars, and buses. Included in this discussion are firms that build chassis and passenger car ...

Electric Vehicles

Encyclopedia of Emerging Industries, 2012

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Share **Compare Countries** Related Articles Search Metrics: Revenue Add/Remove Table Revenue in Industry (NAICS: 336111) by Country \$800,000,000,000 \$600,000,000,000 Revenue (current US\$) \$400,000,000,000 链接至国家页面 Year: 2011 \$200,000,000,000 Revenue: \$157,184,300,000 1999 2003 2004 2005 2009 2010 2011 2012 2000 2001 2006 2007 2008 South Korea → Germany - France - Japan - United States - China Sources: Gale Business Insights: Global, 2012 * Gale Company Intelligence Database, 2012



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Low degree of uncertainty associated with expected returns. However, country-wide factors may result in higher volatility of returns at a future date.

The DB country risk indicator is a comparative, cross-border assessment of the risk of doing business in a country. The indicator seeks to encapsulate the risk that country-wide ors pose to the predictability of export payments and investment returns over a time horizon of two years.



来自Dunn & Bradstreet 的国家风险概述

Risk Snapshot

^{*} Relations with the country's impetuous nuclear-armed neighbour, North Korea, will remain tense and unpredictable throughout the forecast period.

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South Korea

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Journal of the International
Academy for Case Studies
(1)

Global Marketing (1)
Gale Business Insights:
Global Case Study
Collection (1)
Global Business (1)

Related Subjects:

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Germans (1)
work ethic (1)
Culture (1)
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Mia Motors: the arrival of an international firm into the American economy.(Instructor's Note)

Journal of the International Academy for Case Studies, August 2011

CASE DESCRIPTION The primary subject matter of this case concerns the entry of a Korean multinational firm into the U.S. automobile industry and the development of their pioneering management challenge to not only exist ...

Pushing to Make Hyundai a Global Player: Scenes in the Career of Chairman Chung Mong-Koo

Gale Business Insights: Global Case Study Collection, June 14 2011

This case study explores the actions of Hyundai Motor Chairman Chung Mong-Koo (MK) as he sought to make the company competitive globally throughout his career with the company. MK's corporate leadership and communication ...

Work versus Leisure

Global Marketing, 2011

Unlike their counterparts in many countries, employers in the United States are not required by law to provide paid vacations for their employees. In fact, American culture in general appears suspicious of leisure. Some ...

Cyworld Launches Against MySpace

Global Strategy, 2009

In the crowded US social networking market dominated by MySpace and Facebook, Cyworld from South Korea has entered with a big splash since 2006. Cyworld is no small fry. It is the number one social network site in ...

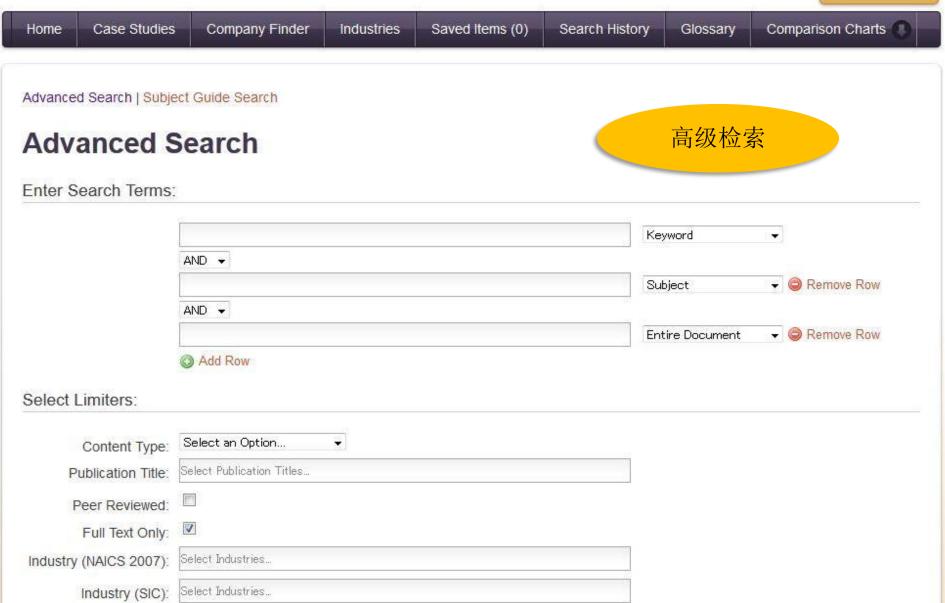
From Diversification Premium to Diversification Discount in South Korea

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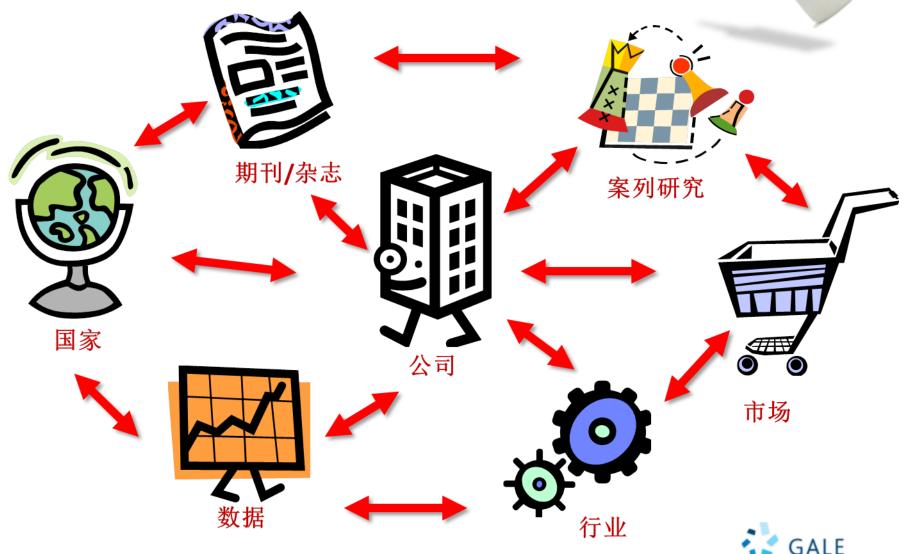
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如何用于课堂教学?

- 来自美国明尼苏达大学(University of Minnesota)的商 科学生的任务模拟
- 课程名称"国际策略与组织"



美国明尼苏达大学: 小组任务

- 策划在美国以外国家推广一个产品或服务的想法
- 介绍你想推广的国家,并解释原因
- 解释为什么该产品适合这个国家
- 发展策略: 推广的方法和原因
- 解释产品生产的地点与方法
- 提供风险评估
- 可任意选择已存在产品或公司



举例: 星巴克(Starbucks)在中国





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Starbucks Corp.







URL:

http://www.starbucks.com

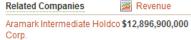
View Company Hierarchy

Email:

info@starbucks.com

Ticker (Stock Exchange):

SBUX (NASDAQ)



Yum! Brands Inc.	\$12,626,000,000
Q Catering Cairns Proprietary Ltd.	\$12,163,400,000

Compass Group USA Inc. \$10,264,800,000 Van Geldern S.R.L. \$10,097,100,000

Industries



722110

Full-Service Restaurants
Primary Industry

Owners and Lessors of Other Non- 533110

Financial Assets

Business Description:

Starbucks Corp. is a roaster and retailer of specialty coffees. Starbucks operates three business segments: U.S., consisting of retail stores; international, which includes retail stores and some 19,000 foodservice contracts; and the Global Consumer Products Group, which works with licensed partners, such as Kraft, Pepsi-Cola and SYSCO to distribute the company's branded coffees, teas, ready-to-drink beverages and other merchandise to groceries, warehouse stores and convenience outlets worldwide. Outside the U.S., Starbucks operates in nearly 40 countries, with Canada, the UK and Japan representing its largest international markets. The company operates the Starbucks Coffee Agronomy Company, a wholly-owned subsidiary, in Costa Rica, through which it builds relationships with coffee farmers in Costa Rica and in Ghana, Africa. Starbucks brands include Starbucks, Seattle's Best Coffee, Tazo teas and Frappuccino. In January, 2011, Starbucks and Tata Coffee, Asia's largest coffee plantation company, announced plans for a strategic alliance to bring Starbucks to India later that year. Starbucks plans set up stores in Tata retail locations and hotels in India, and also to source and roast coffee beans at Tata Coffee's Kodaqu facility.

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公司概述(Company Overview)

- Starbucks Corp. is headquartered in Seattle, Washington in the U.S. It is publically traded on the NASDAQ stock index.
- Founded in 1971, Starbucks Corp. is a roaster and retailer of specialty coffees. As of September 2009, the company operated more than 8,832 company-owned retail stores (6,764 in the U.S. and 2,068 internationally) and distributed products through an additional 7,803 licensed retail outlets (4,956 U.S. and 2,847 international). Starbucks operates three business segments: retail stores, foodservice contracts and global distribution of the company's branded products to grocery and convenience stores worldwide.



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Coffee and Tea Manufacturing



Key Information		Top Countries	Revenue	Top Companies	Revenue
Mumber of Companies:	147	Mexico	\$37,308,400,000	Millstone Coffee Co.	\$69,889,000,000
Employees:	86,081	Brazil	\$8,752,500,000	Cafe Tostado De Exportaci	on \$36,550,900,000
Annual Revenue:	\$79,937,300,000	United States	\$7,642,600,000	S.A. de C.V.	
Sales Per Employee:	\$928,629	Germany	\$6,883,000,000	DEMB Holding B.V.	\$6,148,600,000
NAICS:	311920	Japan	\$5,867,300,000	Tchibo GmbH	\$4,318,000,000
			+-, , 	Java City	\$3,413,800,000

Industry Essays (Explore overview essays related to this industry)

Food Preparations, Not Elsewhere Classified

Gale Business Insights: Global Collection, 2012

This classification includes establishments primarily engaged in manufacturing food preparations not classified under another category. It includes manufacturers of items such as syrups, leavening agents, dry mixes (for ...

Premium Bottled Beverages

Encyclopedia of Emerging Industries, 2012

Dubbed "New Age" drinks, premium bottled beverages met the new millennium as a force to be reckoned with, drawing consumers' taste buds away from soft drinks and alcoholic beverages. This developing product category ...

Specialty Coffee

Encyclopedia of Emerging Industries, 2012

Contrary to popular belief, coffee did not originate in Brazil or Colombia; rather, it originated in Ethiopia. In the early 2000s, it was the world's second most traded commodity after oil. Specialty coffee has been ...

Roasted Coffee

Encyclopedia of American Industries, 2012

This estagon, covers establishments primarily angugaed in reacting soffee and in manufacturing soffee concentrates and extracts in

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行业概述(Industry Overview)

- At the beginning of the 21st century, the total global coffee retail trade was valued at \$33 billion USD per year. Mainland China consumed annually about 1,500 cups of tea per capita, compared to only 1.2 cups of coffee. Since the mid-1980s, the coffee market in China has nearly doubled every two years, instant coffee being the most popular.
- According to a September 2010 news report, coffee prices had reached a 13-year high. World coffee production flourished in the 1990s, causing the world's coffee supplies to increase, while consumption remained essentially flat, particularly in the European Union and the United States



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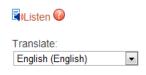
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Asia-Pacific - Hot Drinks

Datamonitor Industry Market Research

MarketDefinition

The **hot drinks** market consists of the retail sales of coffee, tea and other **hot drinks**. The market is valued according to retail selling price (RSP) and includes any applicable taxes. Any currency conversions used in the creation of this report have been calculated using 2010 annual average exchange rates.

For the purpose of this report Asia-Pacific comprises Australia, China, Japan, India, Singapore, South Korea, Indonesia, the Philippines, Thailand, Vietnam, New Zealand, Hong Kong, Malaysia, Pakistan and Taiwan.

ResearchHighlights

*The Asia-Pacific hot drinks market generated total revenues of \$25.3 billion in 2010, representing a compound annual growth rate (CAGR) of 5.2% for the period spanning 2006-2010.

*Tea sales proved the most lucrative for the **Asia-Pacific hot drinks** market in 2010, generating total revenues of \$16.9 billion, equivalent to 66.5% of the market's overall value.

*The performance of the market is forecast to decelerate, with an anticipated CAGR of 4.9% for the five-year period 2010-2015, which is expected to lead the market to a value of \$32.1 billion by the end of 2015.

MarketAnalysis

The **Asia-Pacific hot drinks** market grew at a strong rate during the period 2006-2010, as a result of strong sales growth in the coffee category. The overall market growth is expected to decelerate in the forthcoming five years.

The **Asia-Pacific hot drinks** market generated total revenues of \$25.3 billion in 2010, representing a compound annual growth rate (CAGR) of 5.2% for the period spanning 2006-2010. In comparison, the Chinese and South Korean markets grew with CAGRs of 7.1% and 5.2% respectively, over the same period, to reach respective values of \$11 billion and \$1.1 billion in 2010.

Market consumption volumes increased with a CAGR of 3.4% between 2006 and 2010, to reach a total of 2.3 billion kg in 2010. The market's volume is expected to rise to 2.8 billion kg by the end of 2015, representing a CAGR of 4% for the 2010-2015 period.

Tea sales proved the most lucrative for the Asia-Pacific hot drinks market in 2010, generating total revenues of \$16.9 billion, equivalent to

市场概述(Market Overview)

- In Asia Pacific, the main distribution channels for the hot drinks market are independent retailers, which account for 53.9% of the total market volume. Low product differentiation and switching costs boost the buyer power to a certain extent.
- Markets within individual countries are typically dominated by a small number of companies, with high local brand strength. Consumers are likely to be strongly influenced by brand, and this weakens buyer power.
- Overall, buyer power within the Asia Pacific hot drinks market is assessed to be moderate.



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Enough uncertainty over expected returns to warrant close monitoring of country risk. Customers should actively manage their risk exposures.

The DB country risk indicator is a comparative, cross-border assessment of the risk of doing business in a country. The indicator seeks to encapsulate the risk that country-wide factors pose to the predictability of export payments and investment returns over a time horizon of two years.

Risk Snapshot



^{*} China's risk indicator is expected to remain stable at DB3d in 2011-12. While real GDP growth should fall in 2011-12 from its post-crisis rebound in 2010, the inland provinces' rapid urbanisation and development should help to drive expansion of the economy into the mid-2010s.

^{*} China's food, energy and water 'balance' of supply and demand are the key issue for policy-makers over the medium term. The 12th Five-Year Plan (2011-15) focuses on a more sustainable growth path, but implementing this will be challenging.

国家风险概述(Country Risks Overview)

- The economic expansion was in full swing in Q1-Q2 2010, with shippers to China enjoying solid demand. Inflation appears under control and is likely to peak at 4% in Q4 2010, before easing in 2011.
- The inland provinces are set for further large-scale growth in infrastructure. Rapid wage growth in most coastal areas is being offset by rapid productivity gains, sustaining corporate profits.
- Trade relations with the US could worsen, given pending legislation in Washington as of Q3 2010, and a trade war is still possible. Economic frictions over alleged dumping and subsidies, and China's yuan, are difficult to contain.

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Coffee Wars: Protecting Starbucks' Name in China

Gale Business Insights: Global Case Study Collection

Learning Objectives

After considering and discussing this case, students will be able to do the following:

- . Demonstrate an understanding of the scope of the protections provided by trademarks
- · Outline some of the diverse challenges encountered by trademark owners
- Identify and explain the key steps and missteps taken by the trademark owner in this case and how they might apply in other business
 domains
- Offer suggestions for a set of general principles for protecting trademarks across various industries and product categories
- · Make a judgment on the relative importance of the pursuit of trademark violations across various forms of infringement

Introduction

"We came first...We can't lose the case."

To say that Mao Yibo, outspoken general manager of Shanghai Xingbake (pronounced Shing-Bah-Ker), was confident would be an understatement. His small but thriving **coffee** chain in Shanghai was facing a trademark infringement case brought by Seattle-based **coffee** giant Starbucks Corporation. Trademark litigation is rarely as clear-cut as General Manager Mao predicted, however, especially when one of the world's best-known brands deems it necessary to bring action in a Chinese court.

For European and North American companies, China is a long way from home geographically, culturally, and legally. While considerable progress has been made in recent years, courts and administrative authorities often lack the resources, the knowledge, or the determination to combat infringements, especially in areas involving intellectual property (IP). For this reason, many companies are reluctant to take legal action even when confronted with blatant violations.

When Starbucks' customers wrap their hands around a warm cup of their favorite blend, few of them pay any attention to the little green logo that adorns every cup, napkin, and retail item in the store. Yet the Starbucks Corporation holds around 140 patents that protect its rights to logos, trademarks, **coffee** blends, merchandise, and even the look and feel of their stores. It may be just a little green circle to most people, but for Starbucks it is a symbol of the company that must be protect vigilantly and vigorously. With 16,000 stores worldwide, Starbucks has an astounding 10,000 patent applications. Each market has its unique commercial, cultural, and legal characteristics, so it takes a large team of dedicated trademark attorneys to safeguard Starbucks' rights.

Starbucks Enters the Chinese Market

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* Share

The Price of Coffee in China

Global Marketing

Translate: English (English)

When Starbucks, the Seattle-based **coffee** shop chain, first entered **China**, it faced a country of tea drinkers. Still, Japan too had been a country of tea drinkers but had evolved into a major **coffee** market. Starbucks itself had recently entered Japan and was already the top-ranked restaurant chain, according to a prestigious industry study. Top management at Starbucks was astounded at the firm's brand recognition across Asia, an awareness that had come about with virtually no investment in advertising. The company soon promoted **China** to a priority market.

In considering **China**, Starbucks noted that **coffee** consumption in a country is directly related to income. The firm sought to take advantage of growing disposable income in **China**, where per-capita income had reached \$750 a year. In particular, Starbucks believed there would be substantial demand among younger urbanites in **China**. Confident in their decision, the firm entered the Chinese market with plans to open ten shops in Beijing in 18 months. The first Starbucks in Beijing was located in a shopping center across the street from a five-star hotel. Still, some were skeptical about the Starbucks move. **Coffee** sales had been growing between 5 and 8 percent a year in **China**. However, in the wake of the Asian financial crisis many foreign expatriates left the country. Consequently, **coffee** sales growth had tapered off.

When Starbucks opened in Beijing, the store offered the same **coffee** products and other merchandise as was available in its U.S. shops. Starbucks's stated strategy was to set prices lower than those of comparable **coffee** shops already opened in **China**.

These other **coffee** shops targeted expatriates, tourists, and elite Chinese. **China**'s luxury market was among the fastest growing in the world. Luxury shoppers were largely young professionals, many of whom enjoyed trying new foreign brands. Starbucks hoped to target a larger segment of Chinese society. Therefore, prices were set similar to those charged in New York City, with a grande latte priced at \$4.50. A local **coffee** shop in the same complex that charged prices even higher than those at Starbucks announced that it would lower prices to below those of the new U.S. competitor.

Starbucks imported all its **coffee** beans into **China**, despite the fact that **China** was attempting to improve both the quality and the size of its own **coffee** harvests. Other nations, such as Vietnam, had expanded **coffee** production. This had resulted in a world supply of **coffee** beans that exceeded demand by 10 percent. Furthermore, a devaluation of Brazil's currency provided this major **coffee** exporter with an increased competitive edge over new entrants into the **coffee** market.

Questions





Starbucks Corporation - Financial and Strategic Analysis Review

Publication Date: 07-Mar-2011 Reference Code: GDRT33172FSA

Company Snapshot

Key Information

Starbucks Corporation, K	ey Information
Web Address	www.starbucks.com
Financial year-end	October
Number of Employees	137,000
NASD	SBUX
Source : GlobalData	

Key Ratios

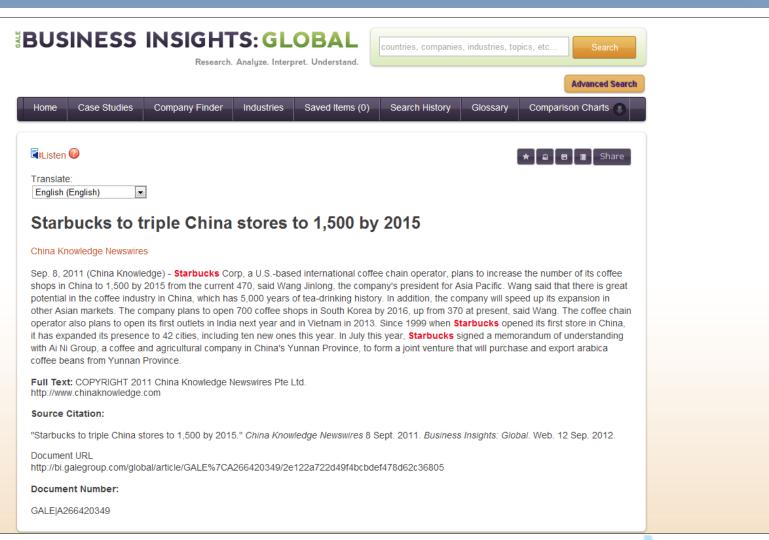
Starbucks Corporation, Key Ratios	
P/E	30.02.00
EV/EBITDA	13.74
Return on Equity (%)	25.73
Debt/Equity	14.95.00
Operating profit margin (%)	13 26

Company Overview

Starbucks Corporation (Starbucks) is one of the world's leading roasters and retailers of specialty coffee. It engages in sourcing and roasting Arabica coffee and offers specialty coffee through retail stores. The company also engages in licensing activities of its trademark through manufacturing, marketing and distribution channels. It also produces and sells a range of branded consumer products such as ready-to-drink beverages, packaged coffees, premium ice creams, chocolates and liqueurs across the globe. Starbucks, through the company-owned and licensed stores operates principally in Asia-Pacific, Middle East, Africa, Europe and North America.

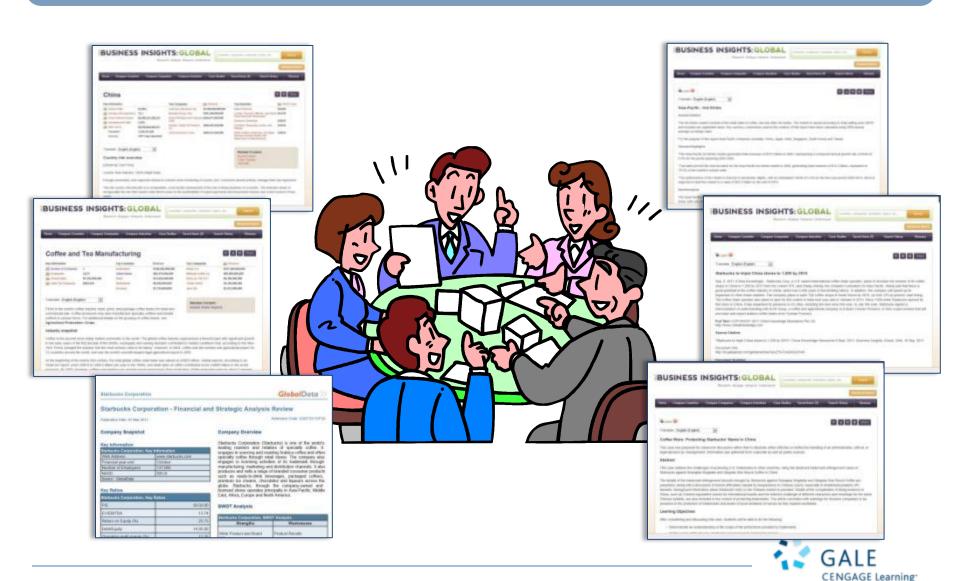
SWOT Analysis

Starbucks Corporation, SWOT Analysis		
Strengths	Weaknesses	
Wide Product and Brand	Product Recalls	





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- 帮助教师和学生节省检索数据和背景信息的时间
- 取而代之的是:更多时间用来评价和判断信息,提高批判性 思维的技能
- 国际性的范围帮助用户从国际视角分析商业
- 用户可轻松比较不同国家、公司、行业的数据和信息
- 用户可往返于统计数据和文章之间,为数据提供背景,为论 述提供可靠数据





